DESIGN AND VALIDATION
OF ADDITIONAL DUTY MODULES
FOR ENGINEER AND
ORDNANCE OFFICER POSITIONS

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February 1975

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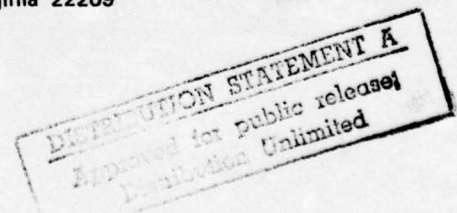
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20. ABSTRACT *(Continue on reverse side if necessary and identify by block number)*

In fulfillment of this technical objective for this project, the American Institutes for Research (AIR) developed forty-one (41) additional Duty Modules for use in describing positions held by Engineer officers and Ordnance officers. These new Duty Modules, when used selectively with those developed by AIR in contracts DAHC-19-73-0041 and DAHC-19-73-C-0042, fully describe duty positions for Engineer and Ordnance officers in both MTOE and TDA types of organizations. A survey was administered to officers in both types of

(cont on p 1473 B)

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20. Abstract (cont fr p1473A)

organizations to validate Duty Module descriptions of their positions. Three different survey methodologies were used in order to determine the most suitable procedure for future surveys. The principal product of this research is the design of 41 additional Duty Modules, bringing the total designed to 174 Duty Modules.

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FOREWORD

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INTRODUCTION

The Duty Module Concept

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) by contract with the American Institutes for Research (AIR) is developing an experimental system to improve communications covering personnel resource planners, personnel assignment officers, and manning table designers, and to facilitate the development of a common data bank of job information. This new system was modular work activity descriptions that are based upon clusters of tasks which tend to go together occupationally and organizationally in meaningful ways. These task clusters have been given the name "Duty Modules".

Nature of the Project

This contract project has continued previous research efforts concerning the design and evaluation of Duty Modules for U.S. Army officer personnel. Previous research resulted in design and field evaluations of Duty Modules for Infantry and Quartermaster officer positions. That research is presented in the final technical report for contract DAHC 19-73-C-0042 titled "Results of Field Survey to Evaluate an Experimental Set of Officer Duty Modules", dated January 1974.

The current research started with job analyses using observation/interview techniques for 50 positions held by Ordnance officers and 50 positions held by Engineer officers. Detailed position descriptions were prepared and were used as the basis for the development of new Duty Modules. Duty Modules prepared and tested under previous contract effort were used wherever applicable. However, a total of 41 new Duty Modules were designed to describe specific Ordnance and Engineer officer task

clusters not covered by previous task clusters. These new Duty Modules and the applicable previously designed modules were then field tested and verified in order to determine their general applicability to actual Engineer and Ordnance units.

PROCEDURE

Procedures Employed

A detailed presentation of job analysis techniques employed is presented in the Interim Report, "Military Jobs Engineer and Ordnance Officers Fill" dated September 1974 and previously submitted under this contract. It also reflects the distributions of the 109 positions into 17 Occupational Sub Areas.

The following units/organizations, both MTOE and TDA were surveyed for those positions occupied by Engineer or Ordnance officers:

Engineer	Ordnance
Fort Knox	
326th Engineer Combat Bn	76th Heavy Maintenance Co.
Post Engineer Office	530th Light Equipment Maintenance Co.
46th Engineer Construction Bn	43d EOD Detachment
Area Engineer Office	30th Ord Det., Rocket/Missile Support
	514 Maintenance Co.
	Post Dir of Indust Opns Office
Fort Campbell	
326th Engineer Combat Bn	561st Maintenance Bn (GS)
Post Engineer Office	584th Light Equipment Maintenance Co.
Engr Water Purification Det.,	17th EOD Detachment
25th Engr Bn	

Engineer	Ordnance

Fort Benning

Engineer	Ordnance
43d Engineer Construction Bn	67th Maintenance Bn (GS)
568th Engineer Float Bridge Co.	608th Ord Ammunition Co.
72d Combat Engineer Co.	89th EOD Detachment
36th Engineer Group Hq.	
197th Brigade Hq.	

Fort Hood

Engineer	Ordnance
62d Engineer Construction Bn	47th EOD Detachment
	159th Ord Det., Rocket/Missile Support
	169th Maintenance Bn
	190th Heavy Equipment Maintenance Bn
Post Engineer Office	647th Lt Equipment Maintenance Co.
III Corps Hq Engr Staff Section	27th Maintenance Bn

A total of 142 Survey responses were received as a result of the visits to the units listed. While a possible total of 180 positions were contained in the organizational documents, 38 were either vacant or had just recently been staffed and therefore not suitable for job content survey. Appendix A presents the results of the survey in terms of positions covered.

Survey Instruments

The basic survey instruments were the Duty Module survey forms, each listing the tasks within that module and also providing for collection of additional data from respondents directly on the form. As a result of the use of the Duty Module form in the survey conducted under DAHC 19-73-C-0042, and described in a final report titled "Results of Field Survey to Evaluate an Experimental Set of Officer Duty Modules:, dated January 1974, a minor

revision in Duty Module format was made. An additional answer box titled "not applicable" was added to both the "a" and "b" parts of the three questions at the bottom of the Duty Module form. Both old and new formats are shown in Figure 1. Percentile scales of the remaining boxes were then changed accordingly to allow for a clearly 0% answer if appropriate.

Other survey instruments (shown in Appendix C) included a cover sheet for individual identification data. This cover sheet was also different in some respects from the one used in the previous survey. Basic identification data (Part I) now reflects the new Officer Personnel Management System since that new system has now been implemented. Also since female officers will now be identified in non-combat arms rather than in the WAC Branch, a change to reflect "sex" has been added.

Part II of the cover sheet was also modified from that used in the previous survey. The modifications made possible the use of "false positive" Duty Modules being added to the packet given randomly selected individuals in order to validate the survey procedure itself. This aspect will be discussed in detail later in this report.

Each officer respondent was also provided with a Catalogue List of Officer Duty Modules (Annotated) covering all Duty Modules written by number, title, and application. A copy of the catalogue is included in Appendix B.

Field Verification

Tables of organization, both MTOE and TDA, were studied to determine positions available in the organizations listed on pages 2 and 3. Complete individual survey packets were then prepared for each officer by position title within each organization. In this manner, based on specific knowledge

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Form used in DAHC-19-74-C-0026

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:	(1) 0–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB:	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

Form used in current survey

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:	(0) Not applicable	(1) 1–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB:	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?					
b. In garrison and other than a?					

Figure 1. A comparison of the original and revised
Duty Module Survey Forms.

about the jobs each position was described by appropriate Duty Modules.
Each survey packet was then given an individual identification number.
In order to test out some new approaches to the field verification process
a controlled experiment was included in the procedure used to collect the
field data. The total number of survey packets (180) were divided into
three equal groups. This was done randomly using a table of random numbers,
(Table 33 of R.A. Fisher and F. Yates, "Statistical Tables for Biological,
Agricultural and Medical Research" published by Oliver and Boyd, Ltd.).
Group A packets were left unchanged in content; Group B packets had all
Duty Module titles removed; and Group C packets had additional randomly
selected inappropriate modules added to the packets. In addition, all
Duty Module titles were removed in the Group C packets. The purpose of
the experiment was to evaluate the use of "false positives"--inappropriate
Duty Modules deliberately included--as a technique for improving field
review. It was hypothesized that the presence of false positives might
stimulate a more careful analysis of the material. Since the Duty Module
titles had to be removed for such a procedure to be used, a third group
(Group B) was added to attempt to identify the effect of only removing the
Duty Module titles. The results of the experiment indicated no major
differences among the procedures with regard to time spent or number of
Duty Modules added. However, Group A (the standard procedure) mailed
significantly more Duty Modules as "not applicable" than did Group C
(when the "Not Applicable" false positives were not included for Group C).
It would seem to indicate that when the members of Group C eliminated the
obvious "Not Applicables" (the deliberate false positives) they tended
not to be as critical of the remaining Modules. Detailed results are
included as Appendix D.

APPENDIX A

The following table lists the various Ordnance and Engineer positions covered in the validation survey. While 142 responses were received the table includes 140 positions. Two responses were not used since they were from Colonels assigned to USAR advisor positions that have previously been described under prior contracts, and were not descriptive of Engineer or Ordnance specialty duties.

It may be noted that the Airborne module O-X-2 is not shown as a "core module" in the table. It could be used appropriately with Combat Engineer positions in Airborne Engineer battalions, however none of the units surveyed were airborne units.

In Ordnance Maintenance units precise job content in comparable positions when viewed at the "task" level may vary. Some of the factors that cause task content variance are as follows:

a. Proximity of the maintenance unit to lower and higher maintenance units.

b. Physical plant layout. Location of tool cribs, hydraulic lifts, floor space, administrative support area, and capabilities.

c. Type of equipment being maintained, i.e., tanks, trucks, howitzers, small arms, optical sights, etc.

d. Availability of production tools such as lathes, shapers, drill presses, grinders, etc.

In nearly every case where a "core module" was rejected it was because of one or several of the above reasons.

Those modules listed as "core modules" are the ones that found general acceptance with respondents. While they are no more or no less important than other modules that may be in certain duty positions, many of them

contain all of the tasks that make a position different from another position.

Duty Module O-A-1 will be given further consideration as a result of this survey. It was included as a "core module" in order to gather data regarding the administrative tasks of platoon leaders whose platoons included large amounts of expensive and complex hardware and equipment. While it is met with reasonable acceptance the results suggest that a new module should be designed to reflect certain tasks of recordkeeping, log books, parts inventories, maintenance scheduling, etc.

Code/Position	Nr. of Off.	Core Modules [a]	Significant Variations [b]
001 Commander of Unit	32	A-1, A-3, A-10, A-11, E-1	F-1 [c]
007 Executive Officer	11	A-1, A-3, A-4, F-3	F-3 (1 added) A-10 (1 added)
010 G1/S1 or S1/Adj	7	A-1, A-5, A-7, B-1, B-2, B-3	O-1 (1 added) [d]
021 Dep. or Asst. G2/S2	1	A-2, A-5, C-1, C-2	

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[a] The "core modules" throughout this list, unless otherwise explained, are those found applicable for the majority of officers surveyed in that position group.

[b] "Significant variations" are those modules taken in significant proportions by officers surveyed.

[c] Module F-1 is actually a "core module" for company and detachment commanders. It is not a "core module" for battalion and higher commanders. For company and detachment commanders it was included in the survey package and accepted by respondents; however it is listed in this report as a "significant variation" to highlight its appropriate use.

[d] The addition of duty module O-1 is logical in this case and may well be appropriate for many battalion and brigade level adjutants S-1. The module itself is designed for staff information officers and describes the major portion of the Information Officer's job. However, the tasks are quite appropriate to describe the public information function at battalion and brigade level. It is customary to place those tasks at the "supervise" level into the adjutant S-1 position.

Code/Position	Nr. of Off.	Core Modules	Significant Variations
028 S2/S3	4	A-2, A-10, A-11, E-2, C-1, C-2, D-2	D-1 (1 added) E-1 (1 added) HH-6 (1 added)
030 G3/S3	3	A-2, A-5, C-2, D-1, D-2, E-2, EE-6, EE-8	EE-1 (1 added)
033 Asst. G3/S3 (Plans)	2	A-2, A-5, D-1, D-2, EE-6, EE-8	
023 Dep. or Asst. Director of Security or other Security Officer			
042 Post Supply Officer or Chief	6	A-2, A-5, EE-3, F-2	(e)
046 Housing Officer	1	A-2, A-5, FF-6	
063 Asst. Div. or Corps. Engr. Officer	1	A-2, A-5, EE-5	
067 Chemical Staff Officer	4	A-2, A-5, D-1, E-1, F-2, W-10	F-2 (1 rejected)
090 Director of Facilities Engr. or Post Engr.	4	A-2, A-5, EE-9, EE-8	
091 Dep. or Asst. Director of Facilities Engr. or Engr. Officer of Installation	1	A-2, A-5, EE-13, EE-14, EE=15	
109 Platoon Leader, Headquarters Platoon	1	A-1, A-10, A-11, E-1	
110 Platoon Leader, Combat Engr. Pl.	5	A-1, A-10, A-11, E-1, EE-2, X-1	X-1 (2 rejections) A-1 (3 rejections)

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e   This code includes a very broad spread of positions ranging from parts
    supply for Aircraft, surface vehicles, weapons, and earth moving equipment.
    In smaller installations it may even include an ammunition supply officer
    where there is no ammunition supply unit available. In an Engineer
    Battalion the water purification unit is also under the S-4.

Code/Position	Nr. of Off.	Core Modules	Significant Variations
111 Platoon Leader, Engr. Const. Platoon	8	A-1, A-10, A-11, E-1, EE-6	A-1 (1 rejection)
114 Platoon Leader, Engr. Bridge Platoon	2	A-1, A-10, A-11, E-1, EE-2	
119 Platoon Leader, Engr. Equip. Maint. Platoon	6	A-1, A-10, A-11, E-1, U-1, X-1, EE-7, HH-8	A-1 (2 rejections)
173 Platoon Leader, Ammo. Supply Unit (Conventional)	2	A-1, A-2, A-5, A-10, A-11, HH-8, HH-17, F-2	
175 Team Cdr. EOD Team	3	A-1, A-3, A-10, A-11, E-1, F-1, FF-14	(f)
176 Platoon Leader Maint. Platoon (Hv. Equip., Automatic Armament, etc.)	1	A-1, A-10, A-11, HH-8	(g)
178 Platoon Leader, Maint. Platoon (Comm. Elect. Equip.)	1	A-1, A-10, A-11, F-1, HH-15	A-1 (1 rejected noted)
180 Platoon Leader, Maint. Platoon (Misc.)	4	A-1, A-10, A-11, E-1	HH-11 (1 added) HH-8 (1 added)
181 Platoon Leader, Tech. Supply or Parts Supply Pl.	2	A-1, A-10, A-11, HH-15, F-1	
182 Platoon Leader, Svc. & Evac. Pl., Maint. Unit.	2	A-1, A-10, A-11, HH-11, HH-8, HH-13	

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f In the case of the three EOD teams surveyed it was noted that the team leaders had command functions since each team was actually a separate detachment. While these two positions were coded 001 for purposes of machine runs, they are coded as 175 in this report in order to highlight the significant ordnance functions of Explosive Ordnance Disposal.

g In the case of the respondents for Code 176 and 178 it is noted that they state 2/3 of his time is spent in floor supervision of mechanics and that all property and equipment administration is handled by others.

Code/Position	Nr. of Off.	Core Modules	Significant Variations
210 Civil Engr. (Staff)	1	A-2, EE-8, EE-17	C-1 and E-2 (added)[h]
211 Pipeline Engr. (Staff)	2	A-2, EE-8, EE-17	A-2 (1 rejected)
212 Engr. Equip. Maint. Officer	2	A-2, F-3	
270 Material Officer (Sect. Head) Maint. Unit	4	A-2, A-8, HH-13, HH-14	M-1 (1 added) F-3 (1 added)
271 Maintenance Staff Officer	8	A-2, A-11, F-6, HH-8, F-3, HH-13	HH-14 (1 added)
273 Tech. Supply Officer Maint. Unit	1	A-2, HH-1 (officer is parachute mainte- nance officer)	
274 Shop Officer, Maint. Unit	5	A-1, A-10, A-11, HH-8, HH-15	A-1 (2 rejections)
504 Resident Engr. or Asst.	1	A-2, A-5, EE-13, EE-15	
561 Service Test Officer	2	A-2, A-5, K-2, K-3, W-8	A-2 (1 rejected)
	140		

The following tabulation shows the responses by Branch, Grade, and OPMS Specialty.

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[h] Officers staff position requires that he work with the Division G2 and the G3. This could be unique to the one respondent's position.

ORDNANCE-ENGINEER POSITION SURVEY

Specialty Area	Ordnance						Engineer						TOTAL
	2LT	1LT	CPT	MAJ	LTC	COL	2LT	1LT	CPT	MAJ	LTC	COL	
12 Armor			1										1
21 Engineer							17	8	20	6	3	4	58
35 Tact/Strat Intel								1					1
41 Pers Mgt								1	1				2
42 Pers Admin	1		2					1			1		5
51 R & D									1	1			2
72 Comm-Elect Mat Mgt	1		1										2
73 Missile Mat Mgt			2										2
74 Chemical		1	4										5
75 Munitions Mat Mgt	2	2	2										6
77 Tank Grd Mob Mat Mgt	11	9	11	1									32
91 Maint Mgt			7	6	4								17
92 Supply Mgt	5		1	1					2				9
Totals	20	12	31	8	4		17	11	24	7	4	4	142

Ordnance 75
Engineer 67
Total   142

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APPENDIX B
CATALOGUE LIST OF OFFICER DUTY MODULES

CATALOGUE LIST OF OFFICER DUTY MODULES (ANNOTATED)

NUMBER	TITLE	APPLICATION*
A. COMMAND MANAGEMENT, GENERAL MANAGEMENT, AND ADMINISTRATION**		
0-A-1	Performs unit administration***	Company, battalion and detachment level.
0-A-2	Performs general administration***	General and miscellaneous administration other than 0-A-1. ***NOTE: 0-A-1 and 0-A-2 overlap. Most officers have one or the other, but usually not both.
0-A-3	Exercises command authority in military justice matters	Military justice functions for commanders only.
0-A-4 Rev	Performs command or general management (excluding primary mission operations)	Broad managerial functions (non-tactical); can apply in addition to tactical module such as 0-U-1 or 0-F-12, distinctive to mission, for certain battalion and higher commanders, major activity directors, and their deputies. Subsumes more specialized modules applicable to subordinate staff officers.
0-A-5	Supervises a staff section, detachment or office	Internal management, for heads of staff sections offices and separate detachments.
0-A-6	Performs headquarters management staff functions	For a headquarters commandant or other officer with similar functions.
0-A-7	Performs special staff administrative and adjutant-type functions	For adjutants, adjutants general, and officer assistants.

*   The notes in the "APPLICATION" column are not directive or limiting but purely for descriptive information beyond the brief module titles. The intent is to help officers being surveyed to save their time in their initial determination of what modules to examine more closely before making final selections. Officers are free to select any Duty Module they feel is applicable to them and are encouraged to do so, regardless of the notes on application.

** See Group U, below, for command and direction of tactical operations, and other groups (such as HH) for direction of logistical operating units and other specialized activities.

NUMBER	TITLE	APPLICATION

A. COMMAND MANAGEMENT (CONTD)

0-A-8	Directs, coordinates and supervises a staff	For chief of staff, or executive officer performing similar functions at battalion or higher level.
0-A-9	Performs executive staff secretariat functions	For secretary of general staff, secretary of service school, etc.
0-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems	For troop leaders at company platoon levels. At higher levels is subsumed by 0-A-4, 0-B-2, etc.
0-A-11	Supervises troop appearance and care maintenance of materiel and facilities in unit	For troop leaders at company and platoon levels. At higher levels in subsumed by 0-A-4, 0-F-3, etc.

B. PERSONNEL

0-B-1	Performs manpower management staff functions	Concerns overall manpower matters and maintenance of unit strength, as distinct from management of personnel as individuals. Typically G3/S3 can have part, depending on local organization.
0-B-2	Performs personnel management staff functions	Management and administration of personnel as individuals. For S1, G1, Asst G1 (Pers), AG, etc.
0-B-3	Performs staff functions pertaining to personnel services	For G1, Asst G1 (Per Svcs), some S1s, Post Director of Personnel and Community Activities, etc.
0-B-4	Performs officer personnel management functions at departmental level	For personnel management officers in OPO branches, DA.

C. INTELLIGENCE

0-C-1	Performs combat intelligence staff functions	For G2/S2 and assistants in combat operations (actual or simulated) and preparations.
0-C-2	Performs counter intelligence and security staff functions	For G2/S2 and some assistants, both in combat and non-combat.

NUMBER	TITLE	APPLICATION

C. INTELLIGENCE (CONTD)

0-C-3	Performs foreign area strategic intelligence staff functions	Applies at joint and departmental levels, also theater Army.
0-C-4	Performs attache type intelligence functions	For Army Attaches and Assistant Attaches (with U. S. diplomatic missions).
0-C-5	Performs aerial surveillance staff functions in a General Staff or other coordinating staff	For G2 Air and S2's performing similar functions.
0-C-6	Performs intelligence staff functions concerning reconnaissance and surveillance (except tactical air support functions)	For G2 Air or other G2/S2 officers, especially at division level, having functions indicated. (This module and 0-C-5 may be combined in future editions.)

D. OPERATIONS & PLANS (STAFF)

0-D-1	Performs operations staff functions in a General Staff or other coordinating staff	For S3, G3, and Asst G3 (Operations). Could apply to all Asst G3's taking shift in TOC. Not for specialized operations of other staff sections.
0-D-2	Performs operations planning staff functions in a General Staff or other coordinating staff	For S3, S3, G3, and Asst G3 (Plans). Excludes specialized planning done in other staff sections.
0-D-3	Performs air support staff functions in a General Staff or other coordinating staff	For G3 Air, S3 Air, etc.
0-D-4	Coordinates fire support for unit tactical operations	Primarily for the Fire Support Coordinator (normally FA officer) in a combined arms organization. Could apply to other officer performing similar functions but is subsumed by 0-U-1.
0-D-5	Performs staff functions in preparations for, and partial or temporary operation of, a high level emergency operations facility	For operation personnel having major functions in establishes or operating a high-level control in high DEFCON, disaster relief operations, or

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NUMBER	TITLE	APPLICATION
0-D-5 (CONTD)		aid to civil authorities in civil disturbance. Examples: Alternate national command post, Army Operations Center (At Pentagon), emergency operations Center (for national disasters) at Office, Chief of Engineers. Not for tactical command post duties, which are included in other duty modules. Excludes specialized technical support functions, such as communications-electronics, facility construction, and ADP support.

E. ORGANIZATION, TRAINING

NUMBER	TITLE	APPLICATION
0-E-1	Trains troops and/or civilian employees in units and activities	For all company level officers, plus battalion commanders, and for officers conducting or supervising comparable training of military and/or civilian operating personnel in other units and activities.
0-E-2	Performs training staff functions	For S3, G3 and Asst G3 (Training), from battalion up.
0-E-3	Performs organization staff functions in General Staff or other coordinating staff	For S3, G3 and designated assistants, from battalion up.

F. LOGISTICS (STAFF, CONSUMER UNITS, AND COMPOSITE COMBAT SUPPORT COMMAND)*

NUMBER	TITLE	APPLICATION
0-F-1	Performs supply operations at consumer unit level	Company-level supply officers and commanders.
0-F-2	Performs supply staff functions	For S4, G4 and Asst G4 (Supply), from battalion up.
0-F-3 Rev*	Performs equipment maintenance and readiness staff functions in a General Staff or other coordinating staff	For S4, G4, Asst G4 (Maint.), from battalion up.

* Specialized logistical operating functions are found in Group FF (Logistical Services) and Group HH (Supply and Maintenance Support Operations).

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NUMBER	TITLE	APPLICATION
0-F-4	Performs transportation staff functions in a General Staff or other coordinating staff	For G4 and designated Asst G4, from division up. Could apply to S4, brigade and battalion, etc.
0-F-5	Performs logistical services staff functions in a General Staff or other coordinating staff	For S4, G4, Asst G4 (Log Services), from battalion up, and comparable officers in post headquarters, etc.
0-F-6	Performs staff functions pertaining to motor vehicle maintenance and operation	For Motor Officer at battalion, brigade, or installation level.
0-F-7	Performs general logistics staff functions in a high-level staff	Generalized logistics staff functions, typically at field army or higher. Subsumes more specialized modules such as 0-F-2, 3, 4, 5 and 8.
0-F-8	Performs staff functions concerning procurement of materiel	Staff procurement responsibilities in major headquarters (typically army or higher) and fixed installations. (See also 0-FF-7.)
0-F-10	Reviews, processes and coordinates military construction planning and programming (Major command or departmental level)	For certain staff officers in the Installations Directorate of the Office, Assistant Chief of Engineers, Pentagon. Also for other staff officers charged with preparation and/or review of major construction programs and budgets, as at major command level.
0-F-11	Performs high level staffwork in reviewing and coordinating military base and facility requirements.	For certain staff officers involved in planning, review and coordination of overall base and facility requirements in OASD (I & L), OJCS, OASA (I & L), DA Staff, unified commands, and major Army commands.
0-F-12	Directs and controls operations of a combat support command or comparable composite combat service support organization.	For command and control of composite combat service support elements, organic or attached-- typically including such as GS/DS maintenance units, supply and transport units, medical AG and finance elements, ADP support, etc. Particularly for commanders and their deputies (or executives) of a Division or Corps Support Command or non-divisional combat service support group.

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NUMBER	TITLE	APPLICATION
G. COMMUNICATIONS AND ELECTRONICS		
0-G-1	Performs special staff and operating functions pertaining to unit communications	For Comm O, battalion and brigade level.
0-G-2	Performs special staff functions pertaining to communications-electronics (CE)	For C & E officer at division and higher levels. Subsumes 0-G-1.
H. CIVIL-MILITARY AFFAIRS		
0-H-1	Performs civil-military staff functions in a General Staff or other coordinating staff	For G5, S5, etc.
0-H-2	Plans and coordinates civil affairs unit operations	For commanders, S3's, etc. of civil affairs units.
0-H-3	Plans and coordinates psychological unit operations	For commanders, S3's, etc. of psychological warfare units.
I. COMPTROLLERSHIP AND PROGRAM/PROJECT/PRODUCT MANAGEMENT		
0-I-1	Performs program and budget staff functions	For comptrollers and budget officers, etc., at major installations and higher headquarters.
0-I-2	Performs management analysis staff functions	Specialized staff functions in Office of Comptroller in higher headquarters.
0-I-3	Conducts cost studies and analyses in financial management of a system, project or program	Specialized module for cost analysis staffwork or a major continuing specialized function--as distinct from use of cost analysis occasionally or incidental to other functions. Especially applicable in product/project systems management. Subsumed 0-I-4
0-I-4	Performs or assists in overall life-cycle management of special materiel project, product or system	For program/project/systems managers and their principal assistants involved in overall aspects of such management, life-cycle type--particularly in AMC and its subordinate commands. Subsumes 0-I-3 and 0-I-5.

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I. COMPTROLLERSHIP (CONTD)

0-I-5   Performs overall programming, evaluation and   Specialized module for project/product manage-
         review (PERT) staffwork in project/product   ment staff officers duing PERT staffwork as a
         management   main, continuing, specialized function --as
                                                        distinct from use of PERT techniques occasio-
                                                        nally or incidental to other functions.

0-I-6   Develops and designs budgetary methods and   Highly specialized module for a financial manage-
         procedures for financial management systems   ment specialist having this as a major function:
                                                        as distinct from a task in the more general
                                                        module 0-I-1 for overall program and budget
                                                        staff functions. Typically found in large Comp-
                                                        troller sections at DA, AMC, and some other major
                                                        commands.

J. ARMY AVIATION

0-J-1   Performs special staff functions pertaining   For staff aviation officers, as on a division
         to Army aviation   staff.

0-J-2   Pilots rotary wing aircraft   For positions requiring such piloting (MOS SQI
                                                        prefix 6).

0-J-3   Pilots fixed wing aircraft   For positions requiring such piloting (MOS SQI
                                                        prefix 6).

0-J-4   Directs and controls higher echelon main-   For commanders, etc., of Army aircraft field
         tenance for Army aircraft   maintenance activities. Usually requires also
                                                        0-J-2 and/or 0-J-3.

0-J-5   Performs Army aviation safety staff functions For Aviation Safety Officer, in division (in
                                                        Aviation Section) or other organizations
                                                        having extensive Army aviation elements.

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NUMBER	TITLE	APPLICATION
K. RESEARCH, DEVELOPMENT, TEST AND EVALUATION		
0-K-1	Performs staff functions pertaining to research and development (general)	For R & D staff officers in OCRD, major commodity commands, etc.
0-K-2	Conducts service or operational test and evaluation of development materiel	For service test officers in branch boards, operational test officers in commodity command testing agencies, etc.
0-K-3	Coordinates test and evaluation of developmental materiel	For officers involved in overall coordination of test and evaluation, as at TECOM, distinct from actual conduct of testing, as in 0-K-2.
0-K-4( )	Conducts bench-level laboratory research in the physical sciences	One basic module applicable to a number of scientific specialties, further identified by parenthetical suffix letters as explained on the form.
0-K-5	Coordinates research, development and testing concerning nuclear weapons effects (non-medical)	For staff officers, as in OCE and certain R & D activities, performing the functions stated.
L. OPERATIONS RESEARCH AND SYSTEMS ANALYSIS		
0-L-1	Performs operations research analysis staff functions (general)	For officers with major OR/SA functions-- generally at higher levels, such as major commands and OAVC/S, DA.
M. ADP MANAGEMENT AND PROGRAMMING		
0-M-1	Performs specialized automatic data processing (ADP) staff functions	For ADP specialists in organizations having ADP capabilities.
N. EDUCATION, INSTRUCTION		
0-N-1	Prepares and conducts formal instruction	For instructors and their supervisors at service schools, ROTC, etc.--not normally in troop units. Subject area taught and prerequisite special qualifications also must be specified when required for requisitioning and assignment purposes.

N. EDUCATION, INSTRUCTION (CONTD)

NUMBER	TITLE	APPLICATION
0-N-2	Conducts ROTC activities at civilian educational institutions	For PMS and Asst PMS, who also have 0-N-1.

O. INFORMATION ACTIVITIES

NUMBER	TITLE	APPLICATION
0-O-1	Performs public information staff functions	For public information officers and others performing similar functions.
0-O-2	Coordinates, and prepares materials for, command information or troop information activities	For staff officers, usually at higher levels, engaged in internal command information or troop information activities, as distinct from external, public information.

U. TACTICAL DIRECTION OF COMBAT UNITS

NUMBER	TITLE	APPLICATION
0-U-1	Directs and controls tactical employment of combat unit (with manouver elements)	Generalized module, primarily for comanders of tactical combined arms organizations and combat arms units having manouver elements (Armor, Infantry). Also for combat Engineer officers when functioning as Infantry.
0-U-2	Directs and controls Infantry type mortars	For platoon leaders of mortar platoons and weapons platoons having mortars.
0-U-3	Directs and controls tactical employment of reconnaissance and scout unit	For commanders and platoon leaders of reconnaissance and scout units, Infantry and Armor.
0-U-4	Directs and controls Redeye type air defense weapons	For leaders of Redeye section in Infantry battalion Combat Support Co, and comparable officers in other units.
0-U-5	Directs and controls Infantry antitank weapons	For leaders of antitank elements in Infantry and other units.

NUMBER	TITLE	APPLICATION
W. MISCELLANEOUS		
0-W-1	Provides personal staff assistance to general officer	For aides-de-camp.
0-W-2	Directs and leads honor guard or ceremonial unit	Designed for special functions of the 3d Infantry in Washington area, but also applicable in other units having heavy ceremonial duties on continuing basis.
0-W-3	Performs staff and coordinating functions pertaining to formal ceremonies	Staff counterpart of 0-W-2.
0-W-4	Performs unit liaison activities	For unit liaison officers.
0-W-5	Performs formal investigative staff functions	For Inspectors General and their assistants.
0-W-6	Performs military history staff functions	For officers having military history functions as primary duty.
0-W-7	Provides advice and assistance for Army reserve components	Generalized module for advisors to U.S. Army National Guard and Army Reserve units.
0-W-8	Prepares doctrinal or formal instructional publications	For officers having special responsibilities for writing, reviewing or editing formal materials such as field manuals, technical manuals, service school texts and other formal publications, or major parts thereof.
0-W-9	Represents U.S. forces in military standardization activities with other countries	For officers participating in standardization activities, such as the NATO Military Standardization Agency or U.S.-U.K. Canada special arrangements.
0-W-10	Performs chemical staff functions in a combat or combined arms organization	Typically for chemical staff officer on a division or brigade staff.

NUMBER	TITLE	APPLICATION
X. INDIVIDUAL FUNCTIONS AND SPECIAL QUALIFIERS		
0-X-1	Participates individually and directly in ground combat	Typically for all officers in Infantry companies, tank companies, Armored Cavalry troops; their battalion commanders when applicable; certain other officers such as FA forward observers and some Special Forces. Generally not applicable to staff officers or to commanders above battalion level.
0-X-2	Participates in airborne operations as a parachutist	For parachutist duties in airborne units or others in jump status (MOS SQI prefix 7).
0-X-3	Performs specialized nuclear weapons effects analysis	For designated staff positions with MOS SQI prefix 5.
0-X-4	Performs staff and coordination functions concerning electronic warfare (EW)	For designated staff positions with MOS SQI prefix E.
EE. ENGINEERING		
0-EE-1	Directs and controls engineering operations of a line combat engineer unit (other than headquarters and bridge units)	For combat engineer battalion commander executive, S3, and line company officers (except headquarters companies and specialized elements such as a bridge unit, ADM detachment, or water purification unit. Does not include infantry type functions of combat engineers, for which see 0-U-1, 0-X-1, etc.
0-EE-2	Directs and controls portable bridging	For bridge unit company officers, and bridge platoon leader and company commander in headquarters company of division combat engineer battalion.
0-EE-3	Directs and controls mobile water supply point unit operations	For engineer water purification detachment commander, and water platoon leader and company commander in headquarters company of division combat engineer battalion.
0-EE-4	Directs and employs atomic demolitions	For combat engineer ADM platoon leaders and their company commanders.

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NUMBER	TITLE	APPLICATION

EE. ENGINEERING (CONTD)

NUMBER	TITLE	APPLICATION
0-EE-5	Performs engineer staff functions on a division corps, army, or comparable staff	For engineer officers on special staffs of types indicated, including officers (such as a division engineer) with dual functions as engineer unit commander.
0-EE-6	Directs and controls engineering operations of an engineer construction unit	For officers of engineer construction company, including leader of earthmoving platoon. Also for their battalion commander.
0-EE-7	Directs and controls engineering operations of engineer construction support or heavy equipment unit	For officers of engineer construction support unit, heavy equipment company of engineer construction battalion, etc. Also for their battalion commander.
0-EE-8	Performs design, planning and monitoring of engineer unit construction projects	Particularly for the civil engineer and project officers and their supervisors in the S3 sections of construction battalions and engineer group or brigade headquarters. Also applicable to the supervising S3s.
0-EE-9	Directs and controls facilities engineering services for an installation	For Post Engineer, Director of Facilities Engineering at an installation, and principal assistants.
0-EE-10	Prepares terrain study material	Specialized technical module particularly for geologists, soil engineers, hydrologists, etc. in engineer terrain detachments or the Earth Sciences Laboratory.
0-EE-11	Conducts engineering surveys	For topographic field survey work, as in the survey platoon of an engineer topographic unit engaged in field production of map sheets.
0-EE-12	Manages field production or revision of military maps (topographic and photo maps)	Typically for operations officer (and his commander) of an engineer topographic unit engaged in field production of map sheets.

NUMBER	TITLE	APPLICATION

EE. ENGINEERING (CONTD)

0-EE-13	Performs on-site supervision of engineer contract construction projects, and related ASPR contract administration	Typically for on-site project engineers, etc., in an Engineer District, serving also as Contracting Officer's Representative for Contract Administration under the Armed Services Procurement Regulations. Subsumes 0-FF-11.
0-EE-14	Coordinates military construction activities in an engineer district	Typically for a Deputy District Engineer (Military Construction).
0-EE-15	Provides resident engineer district representation and services at a military installation	For officer in Resident Engineer Office at a military installation. Also could apply to his supervising Area Engineer.
0-EE-16	Conducts engineer oriented strategic studies and analyses	Specialized high-level staff module, particularly for Strategic Studies Group, Office of Chief of Engineers.

FF. LOGISTICAL SERVICE OPERATIONS (SPECIALIZED)

0-FF-1	Manages installation commissary	For commissary officers, normally QM.
0-FF-2	Directs and coordinates national cemetary activities	Limited to a few officers having this special "memorial activities" function, normally QM.
0-FF-3	Manages officers' open mess	For officers in overall charge of open messes, as distinct from their subordinate civilian managers.
0-FF-4	Performs food service and advisor staff functions	For food service officers, normally QM.
0-FF-5	Directs and controls operation of mobile field laundry and bath units	For platoon leaders, QM laundry and bath platoons.
0-FF-6	Directs and controls service unit or activity	Generalized module for various logistical service activities not covered by more specialized modules--such as bakery, field exchange, salvage unit, etc.

NUMBER   TITLE   APPLICATION

FF. LOGISTICAL SERVICE OPERATION (SPECIALIZED) (CONTD)

O-FF-7Rev   Performs purchasing and contracting functions   Only for officially appointed procurement
             under the Armed Services Procurement Regulations officers and purchasing and contracting
                                                               officers, under ASPR. (See O-FF-11 for
                                                               contract administration aspects.)

O-FF-8   Directs and controls mortuary activities   For officers in charge of mortuary activities
                                                               and their officer assistants, normally QM.

O-FF-9   Manages materiel supply control for one or   Typically for specialized supply control oper-
             more specified commodities within an   ations at a depot or inventory control point,
             organization or activity   some other major installations.

O-FF-10Rev   Performs staff and operating functions   Specialized functions at fixed installations
             concerning property disposal   and certain other logistic activities.

O-FF-11   Performs contract administration functions   Performed by an official contracting officer
             under the Armed Services Procurement   or his formally designated representative, in
             Regulations   accordance with ASPR. In the case of engineering
                                                               contracts, can be subsumed by O-EE-13.

O-FF-12   Coordinates materiel production and   Especially applicable in project/product manage-
             procurement activities for a major pro-   ment in AMC commodity commands.
             ject or program

O-FF-13   Oversees contractor-operated government   For the military "plant commander".
             munitions plant

O-FF-14   Conducts explosive ordnance disposal   For Ordnance officers in field EOD detachments.
             (EOD) operations

O-FF-15   Performs high level coordinating staffwork   Specialized module for a small number of
             concerning explosive ordnance disposal   Ordnance officers involved in top level planning,
             (EOD) matters   interservice coordination, etc., concerning EOD.

O-FF-16   Directs and controls chemical combat ser-   For officers of chemical combat service support
             vice support operations   units. Also could apply to officer performing
                                                               such functions on a brigade staff.

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NUMBER	TITLE	APPLICATION

HH. SUPPLY AND MAINTENANCE SUPPORT OPERATIONS

NUMBER	TITLE	APPLICATION
0-HH-1	Directs parachute maintenance and aerial delivery equipment support	For division parachute officers and commanders of QM airdrop equipment support units.
0-HH-2	Directs and controls petroleum supply unit	For officers in charge of petroleum supply operations.
0-HH-3	Directs and controls supply unit or activity (except petroleum)	Generalized modules for officers in charge of miscelaneous supply operations not covered by more specialized modules such as 0-HH-2 and 0-HH-4.
0-HH-4	Supervises parachute and aerial delivery equipment supply and maintenance	In QM airdrop equipment support units.
0-HH-5	Repairs parachutes and aerial delivery equipment	In QM airdrop equipment support units.
0-HH-6	Supervises division heavy drop support	In QM airdrop equipment support units, airborne and airborne and airmobile divisions.
0-HH-7	Supervises packing of personnel parachutes	In QM airdrop equipment support units.
0-HH-8	Directs and controls repair of equipment from supported units	Generalized module for officer in charge of maintenance and repair operations not covered by more specialized modules.
0-HH-9	Supervises storage and warehouse operations	Generalized module for officer in charge of storage and warehouse operations not covered by more specialized modules.
0-HH-10	Directs and controls specialized support maintenance for artillery missile systems	For officers in DS/GS maintenance units supporting missile systems such as Nike-Hercules, Hawk or Sergeant.
0-HH-11	Directs and controls machine shop and metal-working	For shop officers, leader of technical supply and service platoon in a maintenance company, etc.
0-HH-12	Directs and controls special ammunition combat service support operations	For officers in special ammunition support units. ("Special ammunition" items include nuclear weapons

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HH. SUPPLY AND MAINTENANCE SUPPORT OPERATIONS (CONTD)

O-HH-12 (CONTD)

and components, certain associated maintenance, test and handling equipment, and other such special items requiring similar special handling).

O-HH-13   Exercises staff supervision and technical control over maintenance unit shop and support operations

Typically for certain staff officers in the Materiel Section of a maintenance battalion headquarters. Also for comparable officers in an installation headquarters having staff supervision over post maintenance shop operations.

O-HH-14   Performs technical staff coordination of parts supply aspects of GS or DS maintenance activities

Typically for the Technical Supply Officer (or Supply Management Officer) in the Materiel Section of a maintenance battalion headquarters.

O-HH-15   Manages parts supply activities (maintenance shop stock or user unit)

Particularly for the officer in charge of parts supply in a support maintenance activity, such as the Leader of the Technical Supply and Service Platoon of a GS/DS maintenance unit. Also could apply to officers in charge of using unit parts supply activities of sufficient size and complexity for this to be a major, continuous function (e.g., the warrant officer in charge of missile system parts in a Nike-Hercules unit). Lesser applications customarily included in company-level unit supply activities are subsumed in O-FF-1.

O-HH-16   Plans and coordinates parts supply aspects of materiel project/product management

Especially applicable in project/product management in AMC commodity commands.

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APPENDIX C

SURVEY INSTRUMENTS

Project 44300   September 1, 1974

MEMORANDUM FOR: ARMY OFFICERS PARTICIPATING IN DUTY MODULE FIELD SURVEY

This field survey is part of a research project being conducted by the
American Institutes for Research (AIR) on contract for the Department of the
Army. AIR is developing an experimental concept, revolving around the use
of "Duty Modules," for describing and grouping work activities of Army per-
sonnel.

A Duty Module consists of a cluster of related tasks, comprising a
distinctive and relatively self-contained component of a job. An officer's
duty position usually will contain several Duty Modules, each describing a
specific cluster of tasks. Similar task clusters found in different positions
are described in a common Duty Module. It should be possible to describe
the significant duties of any given position by using a distinctive combin-
ation of Duty Modules, like building blocks.

After a thorough study of the job content of Army positions, AIR
research analysts have developed a number of experimental Duty Modules for
certain categories of officer positions. As a participant in the survey phase
of this project, you will be asked to identify and evaluate Duty Modules
applicable to your position (primary duty assignment) and to answer some
questions about how they relate to your position.

The data you provide are for research purposes only and will not in any
way become part of your DA personnel files.

In some organizations there will be arrangements for your forms to be
collected locally. Otherwise, when you have completed your forms, place
them in the preaddressed envelope provided, which requires no postage, and
mail promptly.

Your cooperation in this research for the Army is appreciated.

Instructions follow on the next page.

INSTRUCTIONS

Project Materials

Attached are the following project materials. Please examine and check them against the list below.

A.   COVER SHEET. This is divided into two parts: Part I, for you to provide identification data; and Part II, for you to fill out after reviewing attached Duty Module Forms. At the top right corner of this sheet is an Individual Survey Identification Number assigned to your forms. On the back is space for any comments.

B.   CATALOGUE LIST OF OFFICER DUTY MODULES (ANNOTATED). This is a list of experimental Duty Modules for various functions in a variety of officer positions. The annotations explain the applicability of each module.

C.   DUTY MODULE FORMS. These are a group of experimental Duty Modules in field survey form which have been attached by the contractor to survey your position. In the top right corner, each Duty Module form should have the same Identification Number as your Cover Sheet.

NOTE: The duty module forms for different individuals are packaged in different ways, as several different procedures are being used for the purposes of the survey.

Procedure

1.   Fill in Part I of your Cover Sheet. Please type or print legibly.

2.   We expect that a certain amount of discussion may take place among the officers participating in this survey. However, please remember that the Army is interested in your individual responses to the remainder of the survey.

3.   Look over the Catalogue List of Officer Duty Modules to familiarize yourself with the kinds of Duty Modules therein and to identify tentatively those applicable to your position, subject to the more detailed examination in the steps below.

4.   Examine all the Duty Module Forms already attached for you, to see if they apply to your position (primary duty assignment) and cover its significant functions. If a Duty Module is not applicable in any significant degree to your current position in either (a) actual or simulated combat operations or (b) garrison or other circumstances, then print "NOT APPLICABLE" in large letters across the face of the form and disregard the rest of that form. In considering modules with significantly overlapping content, use only the one that fits best, and mark the other(s) "NOT APPLICABLE".

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5.   If you consider other Duty Modules necessary to cover the significant functions of your position, then select them from the Catalogue List of Duty Modules, insofar as applicable. (As above, in considering modules with significant overlapping content, use only the one that fits best. Also, do not seek modules for minor common activities or miscellaneous duties not integral to your primary duty assignment.) Assuming that you are completing the forms in a group survey where it is announced that copies of all listed Duty Modules are on hand for issue, ask for any additional Duty Module Form(s) you need, and in the upper right of each fill in the same Identification Number as on your other forms. If the other Duty Modules in the Catalogue List are not available to you, as in a survey by mail or if you are completing the forms individually away from the group, list on the back of your Cover Sheet any additional Duty Modules you would need. Similarly, you can also use that space to describe any further Duty Module requirements of your position beyond the Duty Modules in the Catalogue List.

6.   Fill out each Duty Module Survey Form which is applicable to your position (either on the basis of present job performance or estimated requirements under operational conditions), as follows:

        a. For each listed task, mark an "X" next to it in the appropriate right-hand column. (Note: In the column headings, "supervise" means person-to-person, continuous supervision of immediate subordinates, as in the relationship of a rating officer to rated officer. "Direct" means actively directing from one echelon higher than "supervising", as in the usual relationship of an indorsing officer to rated officer.)

        b. If changes or additions to the task statements are needed, please write any suggestions on the face or back of the Duty Module form.

        c. Fill out also the lower portion of each Duty Module Survey Form, by placing an "X" in the appropriate box on each line. There are two lines per question. See below.

        (1) Notice that each of the three question items relates to two different circumstances - (a) "In actual or simulated combat operations and support", and (b) "In garrison and other than a." In many cases your answers may be quite different under these two different circumstances.

        (2) If your position is in a non-deployable unit and would not involve actual or simulated combat operations, then for Question 1, Line a, simply mark Block 0 (indicating not applicable), and disregard Line a of Questions 2 and 3. Conversely, if the module applies only in actual or simulated combat operations or support, never otherwise, simply mark Block 0 of Question 1, Line b, and disregard Line b of Questions 2 and 3.

        (3) In answering Question 2 (Time Spent on Module), you should reflect your own actual performance when applicable, but if the module would apply to your position in combat operations you will have to estimate that time, if you can, on the basis of experience and training.

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(4) In answering Question 3 (Relative Criticality of Module), only one of your modules should be marked as "least critical" and one as "most critical".

7. Go back to the Cover Sheet and complete Part II as indicated. Use the back of the Cover Sheet as needed.

COVER SHEET

PART I--IDENTIFICATION DATA, TO BE COMPLETED BY INCUMBENT AS FIRST STEP:
(Please print or use typewriter; legible entries are essential.)

For AIR Use Only	
(1-9)	☒
(11)	
13-14)	
16)	

Name _____   Date _____

Soc. Sec. No. _____   Duty MOS _____

Your Grade _____   Your Primary OPMS Specialty _____

Your Branch _____   Your Secondary OPMS Specialty _____

Authorized Posn Grade _____   Job OPMS Specialty _____

Organization/unit _____

No. of Months in Position ____ Position Title _____

Station _____ ZIP _____ Phone ( )- -

TOE _____ MTOE _____ TDA _____

Sex: Male _____ or Female _____

For AIR Use Only	
(18-22)	☒
(24-25)	
(27-28)	
(30-31)	
(33-35)	
(37-39)	
(40-42)	
	☒
44)	
46)	

PART II--TO BE FILLED OUT BY INCUMBENT ON COMPLETING DUTY MODULE FORMS:

1. Did you obtain and attach any additional Duty Modules selected from the Catalogue List (besides those initially issued to you)?

    a. No _____
    b. Yes _____, I added the following _____ (List by module number).

2. Did you mark "Not Applicable" on any Duty Modules initially issued to you?

    a. No _____
    b. Yes _____, the following _____ (List by module number).

3. Do the attached Duty Modules (including any you added but excluding any marked "Not Applicable") fit your position (primary duty assignment) and reasonably describe the essentials of the duties indicated? (See note below*.)

    a. No _____ (If "No", explain on back of this sheet.)
    b. Yes _____

4. What estimated percentage of your total working time in your position is accounted for by your attached Duty Modules?

    a. In actual or simulated combat operations and support? _____%
        (If a is inapplicable, mark "NA." Or, if you are unable to estimate, mark "X".)
    b. In garrison and other than a? _____%

5. Besides the Duty Modules attached (including any you added), do you still need other Duty Modules to cover the significant duties of your position (primary assignment)? (See note below*.)

    a. No _____, the attached Duty Modules suffice.
    b. Yes _____, I need other modules, which I indicate on the back of this sheet.

6. How many hours have you spent on this project, including the briefing, reading instructions, and filling out forms? _____Hrs.

*Note: In your analysis, ignore minor local variations, miscellaneous minor tasks such as PT, and extra duties not integral to the position, such as serving as duty officer.

APPENDIX D

The Evaluation of Three Alternative Methods
for the Field Verification of Duty Modules

The Evaluation of Three Alternative Methods
for the Field Verification of Duty Modules

Introduction

Part of the Duty Module development process is the field verification of tentative modules. Once the job analyses are complete and preliminary or tentative Duty Modules developed, they are subjected to review by an independent sample of job incumbents. The jobs are selected so as to use as many of the new modules as possible. Each job is completely described in Duty Module terms and the respondent is asked to indicate how well his position is represented. He is asked to indicate which, if any, of the modules are "Not Applicable" and which additional ones (from a catalog supplied) are necessary to fully describe his position. Data were collected in face-to-face interviews conducted by senior level retired Army officers.

Procedure

The field verification of the Engineer and Ordnance Duty Modules offered an opportunity to try out a new field test technique. It was hypothesized that if "false positives"--deliberately irrelevant Duty Modules-- were introduced, the subject would be more alert to other Duty Modules he felt were irrelevant.

Individual positions were divided into three groups (A, B, and C) by using a table of random numbers: "Reprint of Table 33 of R.A. Fisher and F. Yates, Statistical Tables for Biological, Agricultural and Medical Research", published by Oliver and Boyd, Ltd.

> Group A was given applicable Duty Modules that were titled and numbered, exactly as in previous field tests.

Group B was given applicable Duty Modules as in previous tests, but unlike those in previous tests, these modules were neither titled nor numbered.

Group C was given applicable Duty Modules, but these were neither titled nor numbered. In addition, these subjects were given an equal number of Duty Modules that were believed to be inappropriate. One-half of these "false positives" were "branch related" and the other half chosen at random from the list of non-applicable Duty Modules. If an uneven number of additional modules was required an extra branch related module was used.

Results

The positions to be field verified were divided into three approximately equal groups: 38 in Group A, 38 in Group B, and 36 in Group C. However, actual field data collection varied from the plan in that not all of the job incumbents were available and some additional positions were identified while on site. Since Groups B and C required special Duty Module packages all additional data collected were for Group A. The result is that final data were analyzed for 75 subjects in Group A, 33 in Group B, and 37 in Group C. Note that the total for the three groups is 145. This total includes 3 warrant officers'questionnaires in Group A used in these tabulations only. For purposes of this statistical analysis their returns are considered valid since they were incumbents of lieutenant positions.

Table 1 shows the average time to review the packages in the field for each of the three groups. Applying the "t" test there were no significant differences in mean times. The range was from 1.26 hrs to 1.35 hrs.

Table 2 shows a comparison of the mean number of Duty Modules added by each of the three groups. Again there were no significant differences in the "t" test.

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Table 1

A Comparison of the Time Required to Complete the Duty
Module Package Review for Each of the Three Experimental Groups

			Group A (Standard Review)	Group B (No Titles)	Group C (No Titles and False Positives)
N			75	33	37
Mean Time to Complete			1.35 hrs	1.26 hrs	1.23 hrs
S.D.			.456	.418	.305
"t"	A vs. C		1.63	N.S.*	
"t"	B vs. C		.34	N.S.	
"t"	A vs. B		1.01	N.S.	

* Not statistically significant

Table 2

A Comparison of the Number of Duty Modules Added
by Each of the Three Experimental Groups

			Group A (Standard Review)	Group B (No Titles)	Group C (No Titles and False Positives)
N			75	33	37
Mean Number of Duty Modules Added			.3	.6	.5
S.D.			.72	1.96	2.37
"t"	A vs. C		.34	N.S.	
"t"	B vs. C		.17	N.S.	
"t"	A vs. B		.64	N.S.	

Table 3 shows a comparison of the mean number of Duty Modules marked "Not Applicable". For Group C this number does not include the "false positives" which were in fact not applicable. The data showed that a significantly higher ($P = <.05$) number of modules were marked "Not Applicable" by Group A as compared with Group C, i.e., more modules were rejected using the standard procedure than the "false positive" approach. It would appear that when members of Group C rejected the obvious "false positives" they were not as critical of the remaining modules. (It should be noted that Group C had twice as many modules to review as Group A due to the additional "false positives".)

With regard to the false positives, of the 193 added 165 were identified (85%). Thirty-five of the 37 subjects (95%) rejected at least one of the false positives included in his package.

Table 3

A Comparison of the Number of Duty Modules Marked "Not Applicable"* by Each of the Three Experimental Groups

	Group A (Standard Review)	Group B (No Titles)	Group C (No Titles and False Positives)
N	75	33	37
Mean Number of Duty Modules made "Not Applicable"	.7	.6	.3
S.D.	1.07	.86	.52

"t"	A vs. C	2.35	P=<.05
"t"	B vs. C	1.27	N.S.
"t"	A vs. B	.69	N.S.

*This does not include the "False Positives" meant to be not applicable for Group C.

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Conclusions

The use of "false positives" does not represent an improvement on the previous procedure for field verification of the Duty Modules. To the contrary there is evidence that the subjects are more critical of the Duty Modules when "false positives" are not present.